

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
MAY 4, 2001, IN THE ALUMNI HOUSE

The first meeting of the new session was called to order by Vice President Lehman at 2:15 p.m.

Present: Vice President Lehman, Interim Registrar Terpstra, Parliamentarian Pagel; Deans Futrell and Phillips; Professors Castleberry, Divita, Gallo, Glascock, Griffith, Gupta, Haque, Harrington, Johnston, Kennedy, Maggs, McAleavey, Miller, Nagy, Pelzman, Robinson, Simon, Wilmarth, and Yezer

Absent: President Trachtenberg; Deans Harding, Lefton, Riegelman, Tong, Williams, and Young; Professors Cawley, Duff, Hoare, Mergen, Thornton, West, and Zaghloul

INTRODUCTION OF NEW SENATE MEMBERS

Vice President Lehman introduced the following new members of the Senate: Professors John Glascock, Murli Gupta, Emmet Kennedy, Gregory E. Maggs, Houston Miller, and Lynda L. West. (Professor Lynda L. West was not present.) Re-elected members were: Professors James F. Cawley, Michael S. Castleberry, Salvatore F. Divita, Paul B. Duff, Muhammad I. Haque, David McAleavey, Joseph Pelzman, and Gary L. Simon. (Professors Cawley and Duff were not present.)

APPROVAL OF THE MINUTES

Vice President Lehman called for approval of the minutes of the regular meeting of April 13, 2001. The minutes were approved as distributed.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

THE 1998-99 FACULTY SALARY EQUITY REPORT

Professor Philip W. Wirtz, member of the Committee on Faculty Salary Equity, said he was pleased to make this report, and added that the Committee includes Professor Griffith, Assistant Vice Presidents Cohen and Wooldridge, and Professor Maxine Freund, who was unable to be present at the meeting.

Professor Wirtz then provided an overview of the Report. The Report, he said, stemmed from an effort originally initiated in 1973, when committees were formed to insure that the University was in compliance with the Equal Employment Opportunity Act's provisions for non-

discrimination in faculty salaries. As the committees went about their work, he said, it became very clear that, beyond the issue of compliance, there was another that needed attention, and that issue was equity between all segments of the faculty. Sometime later, then Vice President for Academic Affairs Roderick French asked the Executive Committee of the Faculty Senate to appoint one or two members from the ASPP Committee to assist in investigating the issue of faculty salary equity, along with the affirmative action and Equal Employment Opportunity questions. That, he said, led to the appointment of three members to a Committee that included Professor Griffith. Ultimately, a report was produced upon the basis of the 1995-96 Report that took a close look at the question of faculty salary equity. The Committee made a number of recommendations, which were included in the Salary Equity Report distributed to the Senate in 1998.

One of the most important recommendations, Professor Wirtz said, was about the AID (automatic interaction detector) computer program which was used to analyze data. The Committee thought that this tool was insufficient to fully evaluate questions of faculty salary equity. With that in mind, he said, Vice President Lehman reconstituted the original Committee that had prepared the 1995-96 Report, and asked them to present an updated Report, which was distributed with the Senate agenda for the May 4th meeting.

The present Report is not, Professor Wirtz said, an attempt to identify whether or not faculty salaries are commensurate with faculty salaries at other institutions; it is also not an attempt to identify across-school comparisons. The principal question was to examine, hypothetically, the salaries of two people in exactly the same situation. In order to do this, the Committee utilized two principal tools. The first was the original AID analysis, which considered variables (listed on Page 4, paragraph of the Methodology section of the Report) such as age, length of service at the University, highest degree, and so forth. In addition, the Committee also considered race, ethnic origin, and sex, since the Report's origins concerned Equal Employment and Affirmative Action. Following the AID analysis, the Committee concluded that there was no basis to suggest that there was any serious problem that needed to be addressed. However, he continued, the Committee felt that the AID analysis was not as comprehensive as it could be in revealing very specific discrepancies.

Professor Wirtz reported that Vice President Lehman had commissioned him to write a computer program, which produced what the Committee termed a faculty profile analysis. This analysis essentially looked separately at each rank within each department, or in the case of schools that have no departments, each rank within the school. It also looked at length of time in rank along the bottom against salary along the side. In consultation with the Vice President for Academic Affairs, the Committee agreed to focus on individuals that were above or below \$5,000 from the established trend line. Following this procedure, Professor Wirtz said that approximately 140 cases meriting further scrutiny were discovered. These 140 cases were examined to determine if there was a possible faculty salary disparity. During this examination, he said, the Committee was not privy to the identity of individuals. Ultimately, of the original 140, about 40 cases remained which the Committee felt warranted further examination. In order

to preserve the anonymity of faculty involved, administrative members of the Committee, Ms. Cohen and Wooldridge, were asked to follow up on these cases.

Professor Wirtz continued, saying that these 40 cases were taken by the administrative members individually to the deans, and the deans were asked to carefully justify each of the faculty salaries in these cases. Administrative members of the Committee reported back, and there remained 4 cases that still appeared problematic. Of the 4 cases, reported Professor Wirtz, one faculty member retired from the University, so no action was taken.; 2 of the 4 cases were sustained by the Vice President for Academic Affairs after further scrutiny; and 1 faculty member was recommended for a salary adjustment, which Professor Wirtz assumed was made.

Professor Wirtz said he thought the results of the study might seem to negate the massive effort involved in studying the data. However, he said, the result was actually comparatively good news, since there was no basis to establish any pattern that the Committee could see of faculty salary disparities. The bad news, he said, was that a variety of things came out of the Report that probably do need remediation, and Professor Wirtz directed the Senate's attention to Page 7 of the Report, in which these were enumerated.

Professor Wirtz touched upon several of the areas of concern. First was the very real concern expressed by the Committee about the Annual Report review process, and the inconsistency of that process across schools. The Committee recommended that care be taken with regard to instructing new chairs and new deans regarding the importance of annual reports in the salary determination process, and that University-wide consistency be sought. Secondly, it seemed to the Committee that overwhelming importance seemed to be placed on the issue of scholarship. It was fairly clear to the Committee, he said, that faculty who concentrated on scholarship, sometimes to the exclusion of other activities, were paid a great deal more than other faculty. Thirdly, he said, the Committee had observed that numerous faculty, most of them tenured and full professors, performed a great deal of administrative work for the University, but that work did not seem to get very heavily factored into the salary compensation issue. It also appeared to the Committee, he said, that some faculty were consistently documented as under-performing in their annual reports, but as far as the Committee could tell, there was no mechanism in place for discussing or remedying these problems, and it seemed to the Committee this might not be a good policy for the University to follow. Professor Wirtz added that it seemed to the Committee that some records were not properly kept, making the Committee's work more difficult in examining apparent discrepancies.

Finally, Professor Wirtz said, it was clear to the Committee, and very important, that individual schools are clearly pursuing quite different policies and different models with regard to recruitment, philosophy, maintaining and motivating faculty. To the best of the Committee's knowledge, he said, it was clear that those models were not being at all well-articulated to the faculty, and this is a situation which needs to be remediated.

Professor Wirtz concluded by saying that the deans were absolutely instrumental to the Committee in helping them to conduct this review. To be sure, he said, some deans were more helpful than others, but the Committee was grateful for the assistance which had been provided. He added that it would be helpful if the Vice President for Academic Affairs could in future convey to the deans the importance of the salary equity review process, particularly since it is expected that this will be ongoing. Professor Wirtz then asked Professor Griffith if he had any further comments on the Report.

Professor Griffith said that he wanted to clarify the charge of the Committee, since in conversations with faculty that had not always been clear. The Committee was not examining general rules or general policies, but rather the question of how individuals were being treated under the individual policies. That concept, he said, harks back to Aristotle, who argued that although we may make perfectly just general rules, they almost invariably do injustice in some particular case. Thus, equity was a matter of taking care of individual cases which were somehow coming out badly even though the rules themselves were justifiable. The Committee, therefore, was trying to determine whether the existing University policies were being reasonably well-applied in individual instances. Those fundamental rules of the University, he said, were to accomplish the expectations established in the Faculty Code, that faculty will be promoted, tenured, and, presumably, advanced in salary based upon the three criteria of teaching, scholarship and service.

Professor Griffith then said that the Committee was essentially one appointed by the Vice President for Academic Affairs with the collaboration of the Senate, that the faculty members were named by the Senate Executive Committee, and that he was the only Senate member to serve. He added that he thought the Senate owed an acknowledgment of thanks to Professor Wirtz, whose leadership and expertise in writing the program that assisted the Committee's analysis was invaluable, and Professor Maxine Freund, who labored tirelessly in this effort, and our thanks were also due, he said, to Assistant Vice Presidents Peggys Cohen and Annie Wooldridge. Finally, Professor Griffith saluted Vice President Lehman for his responsiveness to the previous report, and taking into consideration recommendations of that previous report, and he said he hoped that Vice President Lehman would do the same again with recommendations of the present Committee.

Vice President Lehman asked if there were questions or comments about the Report, and there were none. He added that he would like to say for the record that he had already responded to Committee members about this Report, and had shared that response with the Senate's Executive Committee. In addition, he said that the Executive Committee was welcome to make his response public. He then thanked the Committee for their hard work, and the very long hours of discussion and research involved. This was, he said, a continuing issue to track, and he noted that it is time to begin again on a new study, because it is expected that the salary equity report would be done biennially, and it was very important to the University.

GENERAL BUSINESS

I. APPROVAL OF DATES FOR REGULAR SENATE MEETINGS IN THE 2001-02 SESSION

Professor Robinson asked for approval of the dates for the regular meetings of the Faculty Senate for the 2001-02 Session. The following dates were approved:

May 4, 2001	January 18, 2002
September 14, 2001	February 8, 2002
October 12, 2001	March 8, 2002
November 9, 2001	April 12, 2002
December 14, 2001	

II. NOMINATION FOR RE-APPOINTMENT BY THE PRESIDENT OF PARLIAMENTARIAN OF THE FACULTY SENATE FOR THE 2001-02 SESSION

Professor Robinson moved the nomination for re-appointment by the President of Professor Scott B. Pagel as Parliamentarian of the Faculty Senate for the 2001-02 Session. The nomination of Professor Pagel was approved.

III. NOMINATION FOR ELECTION OF CHAIRS AND MEMBERS OF FACULTY SENATE STANDING COMMITTEES FOR THE 2001-02 SESSION

Professor Robinson moved the nominations for election of Chairs and members of Senate Standing Committees for the 2001-02 Session. The nominations were approved. (List of Chairs and Members of Faculty Senate Standing Committees is enclosed.)

IV. NOMINATIONS FOR APPOINTMENT BY THE PRESIDENT TO ADMINISTRATIVE COMMITTEES

Professor Robinson moved the nominations for appointment to the following Administrative Committees: Committee on the University Bookstore: Stephen McGraw, David A. Rowley, and Scott Serich; Space Committee: Salvatore F. Divita, Chair, Senate Committee on Physical Facilities; Joint Committee of Faculty and Students: David W. McAleavey, Faculty Co-Chair, Sylven Beck, Elias Carayannis, Catheeja Ismail, William A. Mosier, Peter Pittori, Harry E. Yeide

V. NOMINATIONS FOR APPOINTMENT BY THE BOARD OF TRUSTEES TO TRUSTEES' COMMITTEES

Professor Robinson moved the nominations for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: Lilien F. Robinson; Trustees' Committee on Student Affairs: David W. McAleavey; Trustees' Committee on Development and Alumni Affairs: William B. Griffith; Trustees' Committee on External Affairs: Kathleen Steeves; Trustees' Committee on Infrastructure and Information Technology: Philip W. Wirtz

VI. NOMINATION FOR ELECTION BY THE FACULTY SENATE TO THE PANEL FOR STUDENT GRIEVANCES REVIEW COMMITTEE:

Professor Robinson moved the nominations for election by the Faculty Senate to the Panel for Student Grievances Review Committee: Colin Green, J. Green-Lewis, Diana Lipscomb, Gregg Margolis, Carlos E. Palant, Judith Plotz, Asrem Prakash, Joan R. Regnell, Pat Sullivan, and Catherine Turley

VII. REPORT OF THE EXECUTIVE COMMITTEE

The Report of the Executive Committee by Professor Robinson, Chair, is enclosed.

VIII. ANNUAL REPORTS OF SENATE STANDING COMMITTEES

Annual Reports of the following Senate Standing Committees were received: Admissions Policy, Student Financial Aid, and Enrollment Management, Educational Policy, Physical Facilities, Research, and Executive Committee. (The Annual Reports are attached.)

IX. TRIBUTES

Tributes to former Faculty Senate members who are retiring were offered, as follows: Professor McAleavey read a tribute to Carl A. Linden, Professor of Political Science; Professor Robinson read tributes to Philip Robbins, Professor of Media and Public Affairs, and to David Silber, Professor of Psychology; Professor Griffith read a tribute to Richard H. Schlagel, Elton Professor of Philosophy; Professor Glascock read a tribute to William E. Seale, Professor of Finance; and Professor Castleberry read tributes to Nancy Joan Shore Belnap, Professor Emeritus of Education, and John Gordon Boswell, Professor Emeritus of Education. (The tributes are attached.)

BRIEF STATEMENTS (AND QUESTIONS)

Professor Nagy said that he felt that he had violated a number of taboos in his years in the Senate, and was about to violate another. He noted he is finishing a paper for the International Association of Genocide Scholars about America's commission of genocide against the people of Iraq by application of economic sanctions

Professor Nagy said that he has been struck by the extent of willed ignorance and the quiet acquiescence of professors to evil. In our own campus, he said, he was dismayed to see a large sign in the University Bookstore claiming that GW is against sweatshops. As mentioned at the last Faculty Senate meeting, suppliers to the University Bookstore do not provide believable guarantees of compliance to decent workplace standards but make self-serving claims of compliance with "local laws and prevailing standards." Thus by "local standards," workers can be made to labor 60 hours per week unless there is an undefined business exigency. Workers can then be compelled to put in 80 hours a week as long as the undefined exigency continues. People are destroyed under these conditions, he added.

Professor Nagy requested that the Senate agree with him that the sign in the Bookstore should be taken down, or if it left in place, that another be put next to it that says, "we have no way of knowing at this point whether items which have the GW logo on it are made in sweatshops or not." The suppliers' Code of Conduct is grossly inadequate, he said, and we don't know where the plants are located, and Professor Nagy said he hoped that the GW administration would compel disclosure of the names of suppliers. If the University does not do this, he said, he could not speak for other people, but he thought if he didn't pursue it he would be acting in willed ignorance and that is just a very easy thing to do, but it is calamitous.

Professor Griffith requested that the Executive Committee, or an appropriate Senate Committee, look into the faculty's role in the governance of the University Honors Program which is undergoing dramatic changes. A number of faculty in Columbian School have expressed concern to him, he said, and he gathered that at the moment changes in the governance structure of the Honors Program are being made, the program is expanding rapidly and is being moved to the Mount Vernon campus, so a review would be timely.

Professor Griffith also said that the President had been quoted in The Hatchet as dismissing Senate Resolution 00/6, concerning the Sexual Harassment Policy and Procedures, which was adopted at the Senate Special Meeting on April 27th, by saying that "it wasn't much of a Resolution and just seemed basically to request that the University keep on talking." Professor Griffith said that he hesitated to quote anybody from the student newspaper since he, himself, was badly misquoted in a prior issue, but he wanted to make a suggestion to the President since the Senate has now spent considerable time on this, and it was not just because the Senate found it a fascinating subject that it asked to have the University re-draft the Policy and Procedures. Professor Griffith suggested that the President and the Vice President for Academic Affairs accept Resolution 00/6, and then proceed to oversee a re-draft of the Policy

and Procedures, and that they not re-assign it to outside counsel for a cover letter, testifying that the new draft was in compliance with the law. Professor Griffith noted that he had served on the Senate for many years, and that it was not uncommon to see what occurred in the debate on April 27, e.g., outside counsel simply fails to be able to comprehend the complex institutional reality of a university, or grasp the complexity of the situation at GW. Presidential leadership would be required, he said, to work out a Sexual Harassment Policy and Procedures which really cohere with the procedural protections which are normally available to faculty when sanctions are to be imposed, as well as complying with the relevant requirements of statutes and judicial decisions. As matters stand, he added, under the last document offered by Verner, Liipfert, the faculty would be forced into the faculty grievance system in order to obtain relevant documents to defend against imposition of a sanction. If, he said, the documents were declared privileged by the University, and thus unavailable to a grievant, then faculty would surely be forced to go to Court and then the University would be plunged into the litigation that the Policy is designed to try to avoid. Finally, he said, he hoped the President would take the issue in hand and try to force the crafting of a policy that coherently protects the procedural rights of respondents, as well as creating a process that is sufficiently inviting and not discouraging to complainants.

In response to Professor Nagy's comments, Professor McAleavey asked which of the Senate Standing Committees would be an appropriate group to which the sweatshop issue could be referred. Vice President Lehman said that he thought that this was a matter for the Executive Committee to decide, and Professor Robinson said she would put this issue on the Executive Committee's agenda for its August meeting.

Professor McAleavey then raised an issue which he characterized as one of perennial concern, and that was the inclination of the Faculty Senate to consider itself a representative only of tenured faculty on the campus. While the issue of faculty salary equity was wonderfully dealt with in the Report made to the Senate, he said that the findings did not extend to adjunct faculty, who instruct a large number of GW students, particularly at the undergraduate level. Performance of these adjuncts, and salary equity for them, is simply not studied, and he thought the University should be concerned about this issue. Vice President Lehman replied that Professor McAleavey's point was well-taken; however, he said that it was far more complex to study the salary equity issue among adjunct faculty given the fact that the population is not constant. If a way could be found to study this, he thought that it would be a very worthwhile enterprise. Professor McAleavey observed that in some instances, people have been working in these roles at the University for more than 25 years.

Vice President Lehman outlined steps taken by the University to adjust adjunct faculty salaries upward. He said he had put a floor under part-time faculty salaries that guaranteed no one would be paid under \$2,500, independent of their rank, and this had had serious budget ramifications, as it required reallocation of funds from another area. The next question, he said, was whether another equivalent reallocation of funding should be commenced to move the salaries upwards. In order to make a significant change, he said, it would cost anywhere from \$300,000 to \$500,000, as the first round had cost \$400,000. Certainly, he said, monies allocated

for other academic priorities could be shifted, but this year the administration had concluded that the Senate and other faculty thought investment in the Library a very high priority. It would be very difficult, he said, to do a sophisticated analysis as was done on full-time faculty salaries, but he thought he could give the Senate some idea of the distribution of faculty in the various salary levels at the adjunct level. Professor McAleavey said he appreciated Vice President Lehman's remarks, and asked that the Faculty Senate in its various committees begin to acknowledge the contribution that part-time faculty are making.

Professor Griffith suggested that the Senate would welcome Vice President Lehman's report on part-time faculty salaries, as this information was not included in the Salary Equity Report, and he asked if this information could be made available during the Fall semester. Professor Nagy suggested that this report would be a good item for the August Executive Committee meeting, to start deliberations on a very tough issue. Professor Robinson said that she would place this item on the Executive Committee's August agenda.

Professor Gupta said that he had discovered that faculty, himself included, are not well informed about Senate activities since electronic distribution of the Senate's agenda and minutes had replaced distribution of paper copies. He then asked if a one-page summary of the minutes might be prepared so that faculty could more easily learn about the Senate's proceedings. In addition, Professor Gupta requested that the specific URL for a particular report be provided in the e-mail sent to all faculty notifying them that new information had been posted, rather than the home page address of the Senate website.

TOUR OF THE HEALTH AND WELLNESS CENTER BUILDING

The Senate was invited to tour the new Health and Wellness Center Building, following adjournment.

ADJOURNMENT

Upon motion made and seconded, Vice President Lehman adjourned the meeting at 3:30 p.m.


Tim Terpstra
Secretary

April 23, 2001

To: Faculty Senate

From: Evelyn Jaffe Schreiber, Acting Chair 
Admissions Policy, Student Financial Aid, and Enrollment Management

Re: Annual Report

The Standing Committee for Admissions Policy, Student Financial Aid, and Enrollment Management met twice in the AY 2000-2001, once in the Fall and once in the Spring.

In the Fall, Michael Moses, then Chair of the committee, assembled the committee members to review the issues raised for the committee and to sound out other pressing issues to pursue. The matters assigned to the committee were:

- . ABD Continuing enrollment charges
- . Tuition discount rate for undergraduates
- . GTA funding

The Chair reviewed the Mission Statement, which calls for the committee to provide student aid recommendations to the university to enhance its overall reputation, commitment to academic excellence, and continuing efforts to attract minority students. The committee recognizes that student aid represents an important investment by the university that should generate an appropriate return of academic excellence.

During the first meeting, committee members discussed several problems related to admissions, financial aid, and enrollment management. Specifically, the committee considered:

- . The marketing initiatives for the various programs at GWU. What is the message in our marketing? By having the same application for candidates in all of the graduate programs (CSAS, ESIA, GSEHD, SBPM, and SEAS), our programs are not personalized and may not be attracting the types of students we are seeking. Is the application so generic that we don't know who we are? Are we trying to be everything to everybody? Perhaps we should study the applications and recruitment materials of our market basket schools to evaluate how we stack up in terms of getting students interested in GWU.
- . Another pressing issue focused on students who were non-native speakers of English. Apparently, TOEFL scores are unreliable for several reasons. In some cases, they do not accurately indicate that

the student has the language ability to succeed at George Washington. In other cases, some students do not actually take the exam themselves. A long discussion involved our moral obligation to those student who arrived at GW in good faith, only to struggle and ultimately fail to complete their degrees.

. The discussion regarding financial aid centered around whether or not we are losing students to other schools because our financial aid packages might not be competitive. The general feeling was that perhaps the number of fellowships and amount of tuition benefits might not be substantial enough to attract the very best students.

The meeting ended without a clear agenda; it was understood that we would convene as a group to continue our mission.

With his new duties in the Dean's office, Michael Moses resigned from his position as chair of this committee. Sal Divita contacted me and asked if I would serve as Acting Chair. I agreed and after due process, was named Acting Chair by the Faculty Senate.

It was well into Spring semester before I had the materials necessary to proceed with our second meeting, and due to scheduling conflicts and Spring Break, the committee was not able to meet until late in the semester. During that meeting, the committee focused on the issues of marketing and recruitment as crucial to attracting first-rate students. With or without financial aid, GWU should be able to entice students based on unique characteristics of various programs. Adequate financial aid would secure these students.

The committee members agreed that we should meet early in the Fall 2001 semester to investigate:

- . individualizing the application process to highlight programs; and
- . targeting specific students and luring them from market basket schools via aid and departmental outreach.

Educational Policy Committee: Annual Report (2000-01)

The members of the 1999-2000 EPC were: Paul Duff (chair), Paul Churchill, Stephen McGraw, Catherine Turley, and Laura Youens.

The ex officio members of the EPC were: Beth Amundson, Cheryl Beil, Robert Chernak, Gale Etschmaier, Mary Futrell, Elizabeth Harter, Donald Lehman, Kathryn Napper, Carol Sigelman, Tim Terpstra, and Art Wilmarth.

The Educational Policy Committee met 5 times during the course of the 2000-01 academic year. During the course of the year the committee addressed the following issues.

1. **Faculty Statement Concerning Students with Disabilities:** The committee met with Vice President Lehman in order to discuss his request (in a 1997 memo to the Executive Committee of the Faculty Senate) that the senate propose a method to deal with cases of faculty unwillingness to accommodate disabled students. After some discussion, it was decided that the best course of action would be for the EPC to draft a faculty statement. This statement would affirm faculty responsibility to make reasonable accommodations for disabled students in accordance with the Americans with Disability Act. Over the course of three meetings, the statement was drafted. It was then sent to the appropriate officers of the University as well as the General Counsel's office for comment. After a final review, the committee sent it to the Executive Committee of the Faculty Senate in the form of a Resolution to be presented before the Senate in the 01-02 session.
2. **Schedule.** Associate Vice President Craig Linebaugh requested time to speak to the committee about the possibility of a new schedule. The committee met with him and made recommendations about his proposal.
3. **Joint Subcommittee.** The EPC, in conjunction with the Fiscal Planning and Budgeting Committee and the Physical Facilities Committee, formed a joint subcommittee to pursue the issues of classroom space and educational needs. Randall Packer (FP&B) was named as chair of that committee. Laura Youens served for the EPC.
4. **Tenure and Promotion:** The Executive committee asked the EPC to identify "best practices in setting criteria and guiding candidates for promotion and tenure to achieving them." The committee gathered promotion and tenure policies from all GW schools and began a discussion of the project. The committee determined that this work should continue next year.

Respectfully submitted,
Paul B. Duff
EPC Chair

THE GEORGE WASHINGTON UNIVERSITY

Physical Facilities Committee Report

April 4, 2001

Members present: Mona Zaghloul (Chair), Adam Greenman (student representative), Susan LeLacheur, Craig Linebaugh, Diana Lipscomb, Roger Lyons, Bradley Sabelli, and Daniel Ulman.

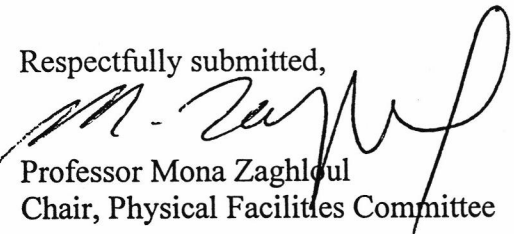
Mr. Lyons gave the committee an overview of the current construction on the GWU campus. The members of the committee discussed the list of new buildings (attached). Mr. Lyons informed the members that all plans are moving forward.

Professor Lipscomb asked Mr. Lyons about any plans to increase laboratories in the science area. Mr. Lyons explained that there are plans to upgrade some science laboratories at the Mount Vernon Campus. In addition, there is a major redo of the second floor of Corcoran Hall to add physics laboratories on the main campus.

The committee thanked Mr. Lyons for his input. The committee agreed that there ought to be an entity within the campus whose purpose is to maintain facilities, safety issues, fire hazards, and campus-wide class cleaning and repairs.

The committee meeting was adjourned at 4:00 p.m.

Respectfully submitted,

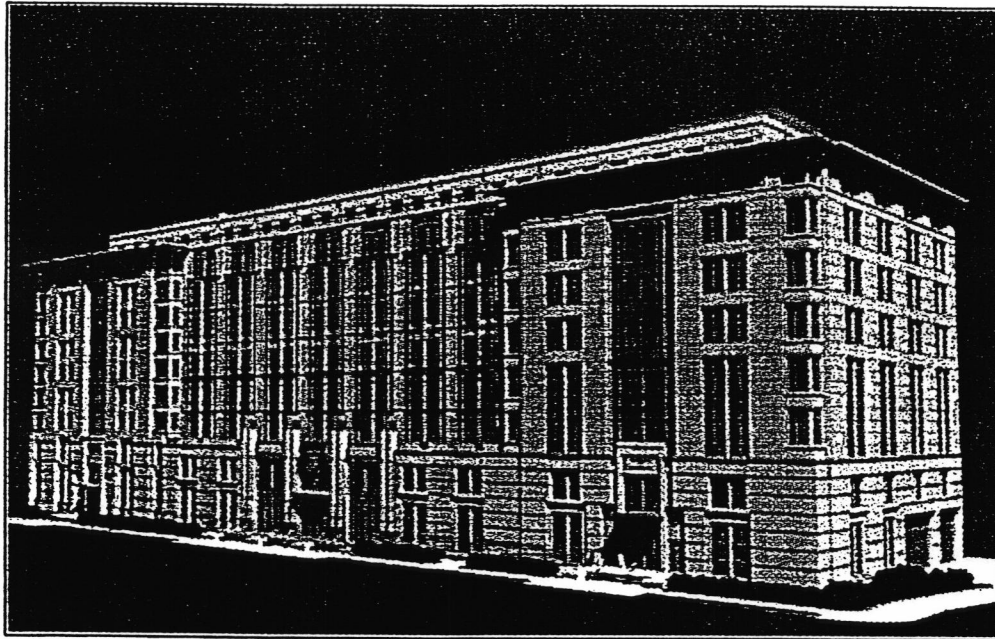


Professor Mona Zaghloul
Chair, Physical Facilities Committee

MZ:ldw
Attachment



Elliott School of International Affairs



Project Description

1957 E Street Building on E Street between 19th and 20th Streets will provide academic, residential, and parking facilities. This building comprised of 8 levels of academic facilities, a 12-story residence hall and three levels of parking providing 200 spaces will house the Elliott School and Executive Education programs upon completion. The academic spaces vary for teaching in a multitude of venues including theater/auditorium spaces, seminar rooms, classrooms, offices, conference rooms. The residential component consists of 1, 2, and 3 bedroom suites, common areas/recreation room, and a terrace for a total of 55 units or 201 beds.

The architect for the project is SmithGroup of Washington, D.C. The construction manager is Gilbane Building Company of Laurel, MD.

Project Status

Excavation and the soil retaining activities are complete at the Residence Hall, and we are nearing completion at the Academic Building.

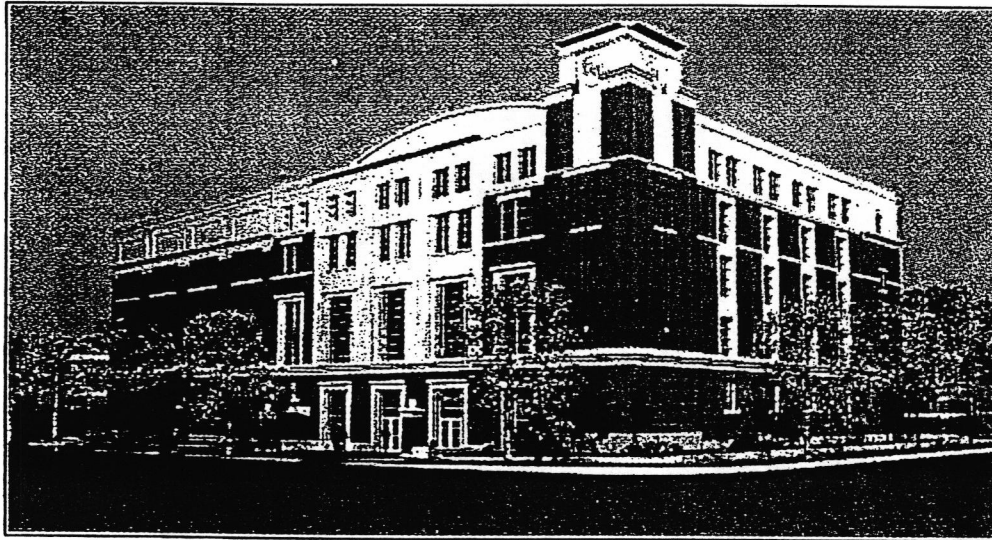
Underpinning of Mitchell Hall is complete.

The construction of the project is scheduled to complete in the fall of 2002.

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Health & Wellness Center



Project Description

Located at the corner of 23rd and G Streets, the new 183,000 square foot Health and Wellness Center will house two gymnasias with two basketball courts each. All courts will also accommodate volleyball and badminton, plus two of the courts will accommodate indoor soccer and indoor hockey. Warm-up and cool down areas will border the gyms. A three-lane jogging track will be suspended at the perimeter of one of the gymnasias. There will be a natatorium with a three-lane lap pool, which will also support aquaerobics activities. There will be a racquetball suite with four racquetball courts, two squash suites with three squash courts each. All suites will feature viewing areas. A fitness suite will include large free weight, fitness, wellness and cardiovascular fitness areas complete with sound and video systems. A large sub-dividable multipurpose area will be used for aerobics, dance, martial arts and other functions. Support areas will include locker rooms, family locker rooms, pro shop, equipment issue, lobby, juice bar, lounge, parking and administrative areas. There is a courtyard on the north side of the building open to the public.

The architect is Ayers, Saint, Gross Architects of Washington, D.C. The construction manager is the Whiting-Turner Contracting Company of Bethesda, MD.

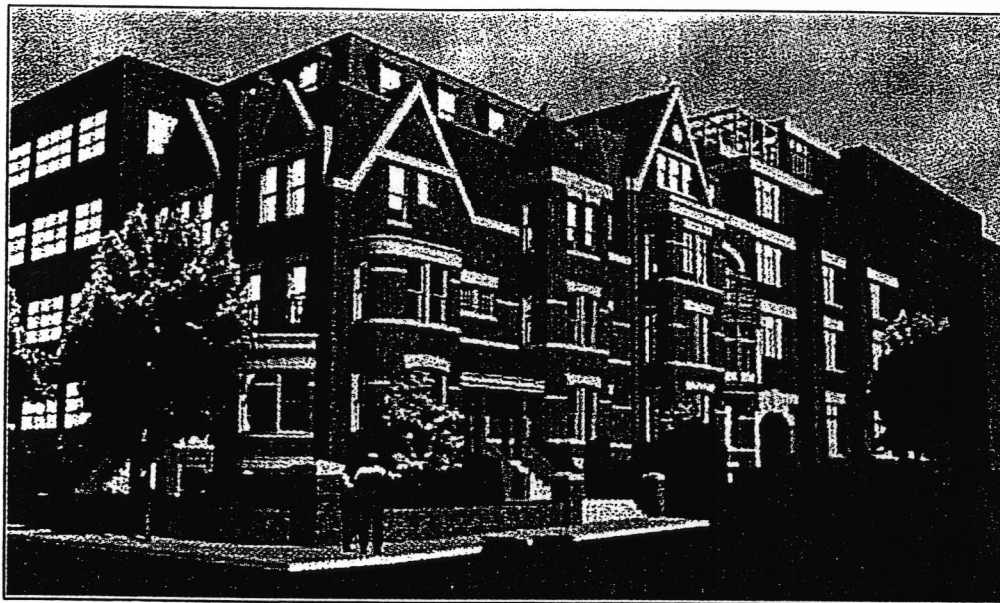
Project Status

Architectural masonry and precast work on the building exterior is nearing completion.
Mechanical equipment has been tested and is operating.
Interior masonry is nearing completion.
Floors on the lower level are nearing completion.
Exercise equipment is being installed.
The facility will open in spring 2001.

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Law School Addition



Project Description

The Law School currently housed in the Burns/Stockton/Lerner complex located on 20th Street also utilizes space in several townhouses and various leased buildings. The Law School Addition project, a 30,000 SF infill addition will allow circulation between the Burns/Stockton/Lerner complex and the Stuart/Lisner complex on all five floors. The addition will contain faculty and administrative offices, as well as, conference and seminar rooms. The historic facades of the 1890's townhouse will be retained and the infill and 4th floor additions will utilize architectural elements sympathetic to the original design.

The architect for the project is KressCox Associates, PC of Washington, D.C. The construction manager is Hitt Contracting, Inc. of Fairfax, VA.

Project Status

Mechanical and electrical work is well underway.

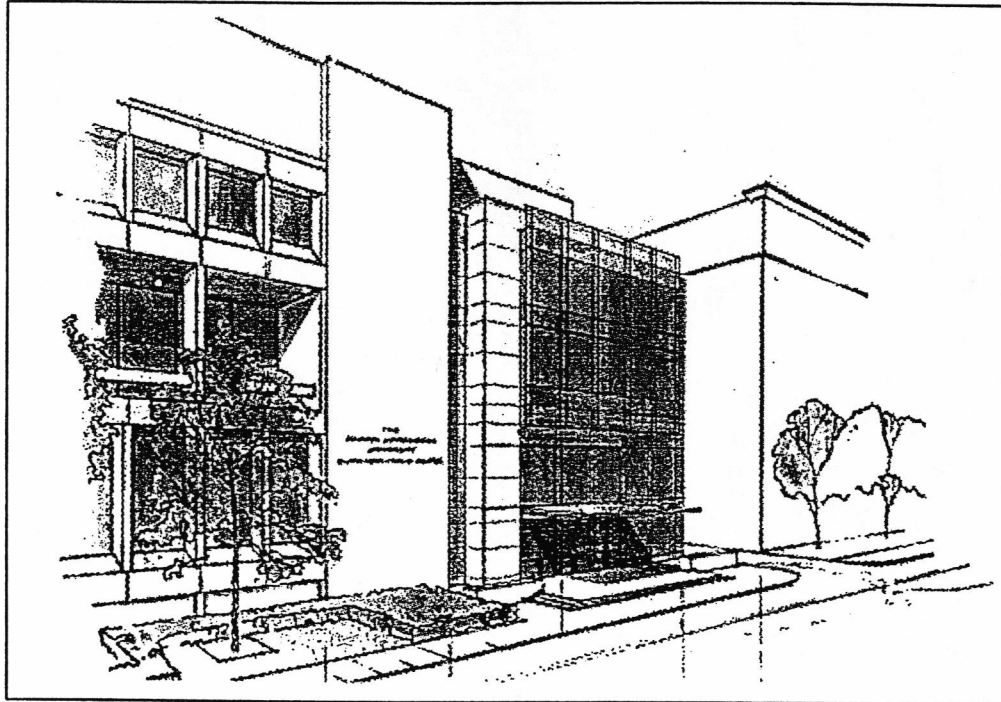
The concrete structural frame is nearing completion.

Occupancy is expected in the fall 2001.

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Marvin Center Renovation and Addition



Project Description

This major renovation for building code and ADA compliance will also provide enhancements to select areas and systems of the building. Construction of a "Great Hall" addition also includes a ballroom and additional bookstore sales area tucked within the current 21st Street entrance plaza. A gateway arch entrance is planned for Eye Street. Reconfiguration and renovation of ground floor retail areas, second, third, fourth and fifth floors are underway.

Marvin Center houses student dining, food venues, a copy center, a 24 hour computer center, student radio station, travel agency, computer sales store, post office, convenience store, book store, student activities offices, conference center, recreation activities area and the Betts Theater. The Marvin Center garage has 183 self-park spaces. Once implemented, valet parking will increase capacity by 125 spaces to total 308 spaces.

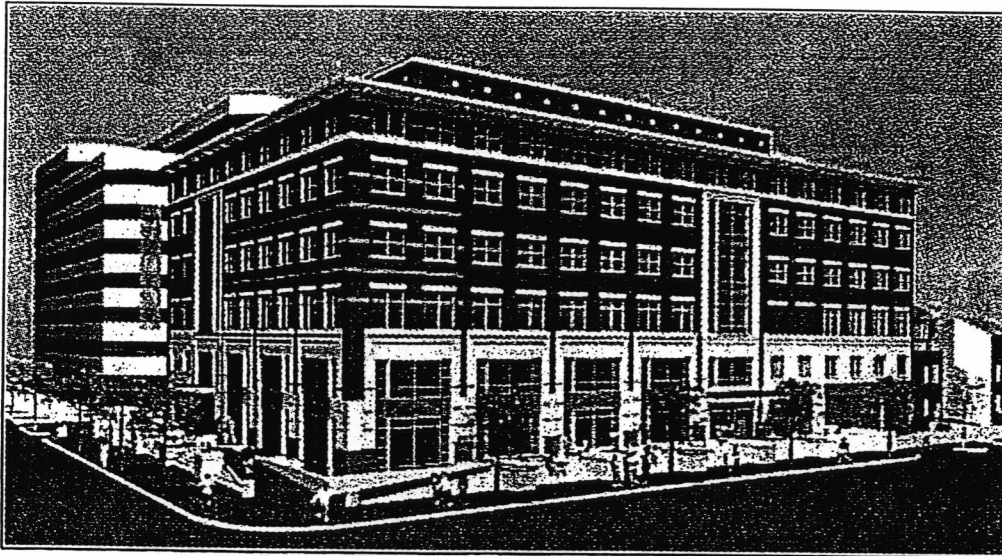
The architect for this project is SmithGroup Incorporated of Washington, D.C. The construction manager is the Whiting Turner Contracting Company of Bethesda, MD.

Project Status

Betts Theater is open for business.
The Ballroom and Conference Center are open for business.
Site work for the addition has begun.



Media and Public Affairs Building



Project Description

The new building will be the center for the Media and Public Affairs programs and house related programs including Public Policy, Telecommunications, Political Management and Public Administration. The building will also house Radio and Television programs serviced by a teleconferencing facility.

The new 6-story building has two (2) parking levels with 55 parking spaces. The building will contain teaching spaces (labs, studios edit rooms and support areas); major classrooms (an auditorium and tiered classroom); other smaller seminar rooms. There are approximately 70 faculty offices and support staff work areas.

The architect for the project is the SmithGroup of Washington, D.C. The construction manager is Sigal of Washington, D.C.

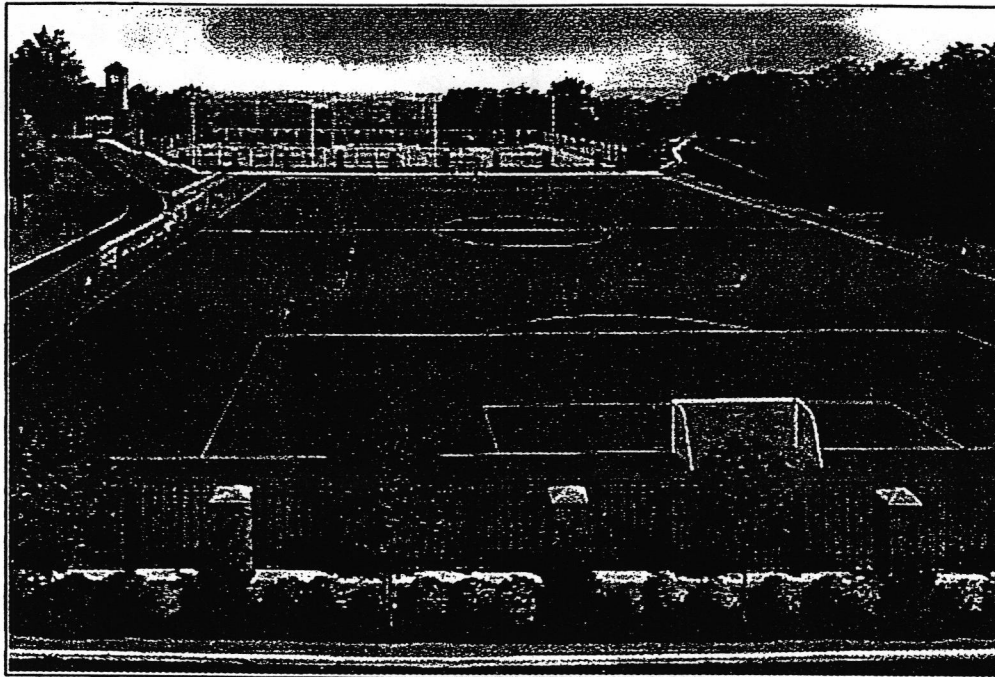
Project Status

The building is open for business.
Faculty and staff have moved in.
Audio/visual systems are complete.

[[home](#)] [[frequently asked question](#)] [[construction projects](#)] [[contact us](#)]



Mount Vernon Campus - Athletics



Project Description

This project includes new NCAA soccer and softball fields; six outdoor tennis courts; six (bubble covered) indoor tennis courts; locker rooms; support facilities and the parking garage with provide 167 spaces.

The engineer for the project is Clough, Harbour and Associates of Fairfax, VA. The construction manager is Sigal of Washington, D.C.

Project Status

Concrete foundation walls and columns are complete.

Elevated concrete deck and slabs on grade are well underway.

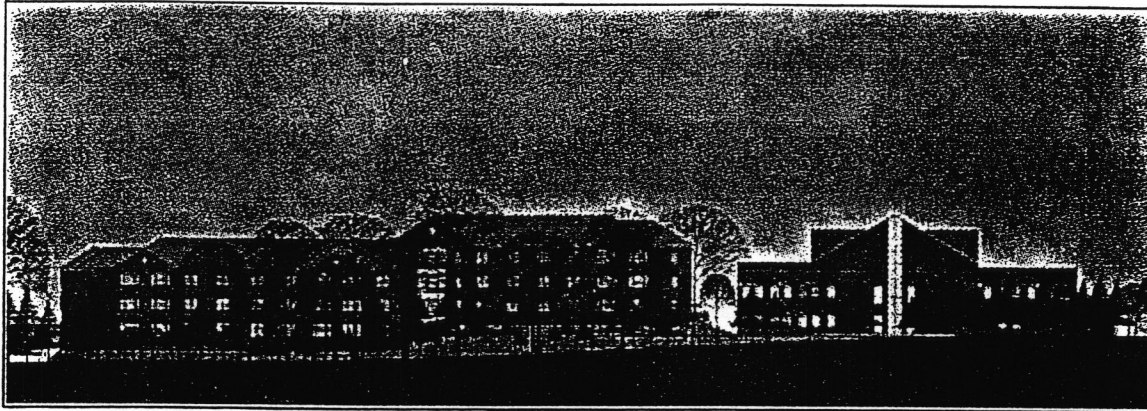
Soccer field; turf preparation and installation is underway.

Completion is expected in the summer 2001.

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Mount Vernon Campus – Somers Hall



Project Description

Project includes a link to existing Somers Hall with mechanical, electrical, life safety and accessibility upgrades. The new residence hall addition will house 183 beds; a meeting room, and an exercise room.

Project Status

Concrete structural frame is complete.

Masonry exterior walls are well underway.

Mechanical and electrical systems are underway in Existing Somers.

Mechanical and electrical systems are underway in New Somers.

Completion is expected in the fall 2001.

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FINAL REPORT OF THE FACULTY SENATE COMMITTEE ON RESEARCH

ACADEMIC YEAR 2000-2001

In AY 2000-2001, the Research Committee of the Faculty Senate was asked to respond to the draft edition of the GWU Strategic Plan for Research. In four meetings throughout the year, the committee fulfilled this charge. We read the Strategic Plan for Research and responded directly to VP Carol Sigelman, an ex officio member of our committee.

In addition to fulfilling that charge, the committee considered a variety of issues that relate to faculty research, attempted to identify teaching loads at top 100 universities, and considered the problems related to the dissemination of news about faculty research and scholarship. The following efforts and conclusions represent this additional work for the year:

1. The identification of teaching loads at other universities is difficult. Few universities have specific formulas; rather, there are within-school policies and, sometimes, within-departmental policies. Faculty and administrative contact persons at the various universities tended to protect existing information on their campuses. Thus, few conclusions can be drawn from the data. That said, it is no surprise that, in the few cases in which data were available, there is a direct correlation between reduced teaching loads and enhanced faculty research productivity.
2. Within GWU, support dollars for research have not risen in the last several years. Many in the committee felt that the university has not yet made a commitment to become a first-rate university, one in which its scholarship and research productivity speak directly to such excellence. The structure of the university is not one that motivates faculty to engage in research. Further, pay raises are not uniformly tied to research productivity.
3. Dollars should be targeted to research motives for new faculty. The hiring package for new faculty tends to fall short of that offered by competing universities. In order to attract notable scholars and investigators, GWU must become more competitive.
4. GWU does not have research assistants who are funded by the institution. Benefits (e.g., health insurance) are not provided for graduate assistants. These issues must be addressed if we are to move the research agenda forward. To quote the final report of this same committee in 1999-2000, financial support for graduate research assistants is "dismal." Comparisons with market basket schools will "assure continued mediocrity." Better financial packages than competing schools will be required.

5. The university tends to expend little effort spreading the news about faculty research and related productivity. Varied models exist for the showcasing of research and scholarship, for disseminating news about invited national and international talks by faculty, and for the publication of related faculty efforts. If the university and its schools were to develop (or adopt) such a model and employ it consistently, faculty productivity would grow as would GWU's reputation for scholarship and service.

Carol H. Hoare, Chair
Faculty Senate Committee on Research
5/17/2001

Members:

Barry L. Berman, Physics
Joseph e. Bonin, Mathematics
Kie Eom, Engineering
Joseph Gastwirth, Statistics
John Glascock, Finance
Caren Goldberg, Management Science
Barbara Myklebust, Health Care Sciences
Josef Przytcki, Mathematics
James E. Starrs, Law
Carmelita Tuazon, Medicine

Ex Officio:

Dan Barthell, Gelman Library
Linda L. Gallo, Medicine
Stephan Ladisch, Director, GWU Institute of Biomedical Sciences
Timothy W. Tong, Engineering
Carol Sigelman, Associate Vice President for Research and Grad. Studies

**ANNUAL REPORT
OF
THE EXECUTIVE COMMITTEE OF THE FACULTY SENATE**

2000-01 SESSION

The Executive Committee established the agenda for eight meetings during the 2000-2001 Session. Seven regular meetings, plus one special meeting, were held. Eight resolutions were acted upon: one was withdrawn and seven passed. A tabulation of resolutions is attached. The disposition of those resolutions not already accepted by the Board of Trustees will be distributed when available.

The most troublesome issues for the Executive Committee, as well as for the Senate this session, were the changes that were made in the Senate approved revised grievance procedures that were then submitted directly to the Board without consideration by the Senate, and the revised draft of the Sexual Harassment Policy that was put out for comment by President Trachtenberg.

With regard to the grievance procedure problem, it is possible to understand the concern to secure acceptance of an improved set of procedures as speedily as possible. On the other hand, there is considerable uneasiness among members of the Senate that speed not lead to the precedent of violating the normal process of shared governance among faculty, administration and Board of Trustees. Recurrence of speed over proper process will have to be guarded against by the Executive Committee.

With regard to the revision of the Senate approved Sexual Harassment Policy by outside counsel, how to construct a system that encourages informal resolution of complaints about perceived sexual harassment while protecting the due process rights of the accused has proven to be a thorny problem. Yet, if discussion continues, as the Senate recommended in its April 27th resolution, this issue is not beyond the ability of reasonable people to resolve.

The Executive Committee arranged for the presentation of seven reports to the Faculty Senate. Reports on the College of Professional Studies were made by the Joint Faculty-Administration Task Force and by the Vice President for Academic Affairs. Other reports addressed the following: Benchmarks for Expenditures for Administrative and General Purposes and the Library by Professor John Kwoka; Gelman Library by Jack Siggins, University Librarian; Consortium's Change in Bylaws by Professor William B. Griffith; and Improving Effectiveness and Productivity of Faculty Senate by Professor Salvatore F. Divita. It also arranged for the annual report on recruitment and appointment of women and faculty of color.

The Executive Committee received four grievances: one in Columbian College and three in the Medical School. The Executive Committee appointed a Special Mediator in each of these cases. One from Columbian College and one from the Medical Schools were successfully resolved. Of the two remaining cases from the Medical School, one is in the

mediation stage, and in the other case, the Special Mediator has advised that efforts to achieve resolution through informal consultation had been exhausted.

The Executive Committee was notified of administrative nonconcurrences in the Engineering School, Columbian College, and Medical School. The administration withdrew its nonconcurrence in the Engineering School; a settlement was reached in the Columbian College nonconcurrence, and two cases in the Medical School are under review by the Executive Committee.

The Executive Committee is exceedingly grateful to Faculty Senate members and colleagues throughout the University for their hard work, dedication and support. The Committee extends sincere thanks to President Trachtenberg and Vice President Lehman for their formal and informal efforts and leadership in the resolution of difficult and challenging issues. The Committee also extends special thanks to Doris Trone and Sue Campbell for their effective and conscientious assistance in the work of the Faculty Senate.

Respectfully submitted,



Professor John G. Boswell
Chair

Members of the Executive Committee:

Yvonne Captain
Salvatore Divita
Linda L. Gallo
Robert J. Harrington
Joseph Pelzman
Arthur E. Wilmarth, Jr.

Ex officio, Stephen J. Trachtenberg, President

Attachment

RESOLUTIONS 2000-01 SESSION

Resolution No.	Date of Meeting	Title of Resolution	Action	Response of administration
(99/6)	5/5/00	A Resolution to Endorse the Policy and Procedures Governing Sexual Harassment Complaints	5/5/00 Adopted, as amended	Approved by the Board of Trustees October 20, 2000
00/1	5/5/00	A Resolution Opposing the Special Fees for Majors in the Programs of the School of Media and Public Affairs	5/5/00 postponed; withdrawn 1/19/01	
00/2	10/13/00	A Resolution on Amending Resolution 99/2, "A Resolution to Amend the 1996 Faculty Code of The George Washington University"	10/13/00 Adopted, as amended	
00/3	10/13/00	A Resolution Accepting with Approval the Report of the Joint Faculty/Administration Task Force on the Proposed College of Professional Studies	10/13/00 Adopted, as amended	
00/4	1/19/01	A Resolution Requesting the University Administration to Take Appropriate Measures to Discourage Infringement by Students and Other Persons of Faculty Members' Intellectual Property Rights in Their Course Presentations	1/19/01 Adopted, as amended	

(continued)

RESOLUTIONS 2000-01 SESSION

Resolution No.	Date of Meeting	Title of Resolution	Action	Response of administration
00/5	3/9/01	A Resolution with Respect to Action Taken by the University's Board of Trustees in Response to Resolution 99/2, "A Resolution to Amend the 1996 <u>Faculty Code</u> of The George Washington University"	3/9/01 Adopted, as amended	
00/6	4/13/01	A Resolution on the Revised Draft of the Sexual Harassment Policies and Procedures	Postponed 4/13/01	Postponed to Special Meeting on April 27, 2001
"	4/27/01	(same as above)	4/27/01 Adopted, as amended	
00/7	4/13/01	A Resolution of Appreciation for Professor John G. Boswell	4/13/01 Adopted by acclamation	



THE INSTITUTE FOR EUROPEAN, RUSSIAN AND EURASIAN STUDIES

A TRIBUTE TO CARL A. LINDEN
PROFESSOR OF POLITICAL SCIENCE

Apart from his family, three things are especially dear to Professor Carl Linden, as anyone who knows him well will acknowledge. First, there is his fascination with political theory. Second, his open enjoyment of students, both young and old and his true commitment to the university community. And third, his love of the C&O Canal. We honor Carl Linden because he epitomizes all that is best in higher education: an abiding commitment to teaching, scholarship and service to the university and the community.

Carl received his Ph.D. degree from George Washington University in 1965 in political science. He also holds a BA degree from Syracuse University and an MA from Harvard University in Russian Regional Studies. He was employed as political analyst by the Foreign Broadcast Service (1956-65), where he researched and wrote on contemporary developments in Soviet politics and leadership. His widely-read book, *Khrushchev and the Soviet Leadership* (seven editions), was in large part the fruit of that research and led to his appointment at GWU in the political science department in 1971. Since that time Carl has published widely and appeared in many fora dealing with the Soviet regime and subsequently with the Gorbachev and Yeltsin governments. His current research is for a book-length study of three "Marxian princes" (see Machiavelli) of post-Stalin USSR: Khrushchev, Gorbachev and Yeltsin. The tentative title is "Three Who Unmade a Revolution."

As a good political theorist, Carl Linden has followed the Socratic method in his teaching, and he has displayed a real knack for getting students interested in political theory. Carl's courses included seminars on the major works of Western thought ranging from Plato and Aristotle to Hegel and Marx. He has served the University well also. He was Acting Director of the Institute for European, Russian and Eurasian Studies 1995-96 and of the Institute for Sino-Soviet Studies 1986-88. In addition to many committee assignments for the Institute, the Department of Political Science and the Elliott School for International Affairs, Carl served as a member of the Senate for two years and as a member of the Educational Policy Committee for one.

As Carl's friends know, the protection and improvement of the C&O Canal has claimed riparian rights to his heart. He has served as president for a number of terms and as an almost permanent member of the Board of the C&O Canal Association. Many of us, and an unknown, but very large, number of D.C. citizens have benefited from Carl's efforts to this end. He is currently engaged in promoting the rebuilding of the Monocacy Aqueduct, which was one of the engineering marvels of the canal's construction. He has worked

tirelessly and at times almost single-handedly to raise funds and political consciousness to restore the aqueduct. It, along with his many devoted students, represents a permanent contribution to the community.

Professor Carl Linden has earned our thanks and admiration, and we extend our best wishes upon his retirement from the University.

James R. Millar

Director

May 4, 2001

Faculty Senate Meeting

A Tribute to Philip Robbins
Professor of Media and Public Affairs

Philip Robbins, who retired from The George Washington University in 1995, is being honored as emeritus professor in the School of Media and Public Affairs. A devoted teacher and beloved mentor, Professor Robbins chaired the Journalism Program from 1973 to 1988 and from 1990-91. He also was director of the degree program in Political Communication from 1982 to 1988.

Phil Robbins was a veteran reporter, who worked at the *Washington Star* from 1962 to 1968. He also worked for the *Hopewell (Va.) Daily News* and the *Baltimore Evening Sun*.

Professor Robbins was honored by his professional colleagues with the Distinguished Service Award granted by the Washington Professional Chapter of the Society of Professional Journalists. He was recognized by his academic colleagues with a George Washington University Distinguished Service Award. Professor Robbins' many accomplishments included a fellowship in Latin American awarded by the Center for Foreign Journalists and the Knight Foundation. He also chaired the Freedom of Information Committee Advisory Group to Stars & Stripes newspapers. He was on the national board of directors for the Student Press Law Center for seven years.

Philip Robbins was a member of the Faculty Senate for four years and chaired the Joint Committee of Faculty & Students for four years.

Jean Folkerts
Professor of Media and Public Affairs

May 4, 2001
Faculty Senate Meeting

**ON THE RETIREMENT OF
RICHARD H. SCHLAGEL, ELTON PROFESSOR OF PHILOSOPHY**

Presentation to the Faculty Senate
of
The George Washington University

May 4, 2001

Retiring at the end of this academic year, Richard H. Schlagel, Elton Professor of Philosophy, will conclude 45 years of honorable and conscientious service to The George Washington University.

Professor Schlagel received his B.A. from Springfield College in 1949 and his Ph.D. from Boston University in 1955. He taught at the College of Wooster and Clark University before joining G WU in 1956. He was promoted to Associate Professor in 1962, to Professor in 1968, and was named Elton Professor of Philosophy in 1986.

He has a long history of contributions of service to the Department, College of Arts and Sciences, and the University, including two years in the Faculty Senate and numerous years of service on standing Senate committees as well as on College and Departmental committees. He provided leadership as Chair of the Philosophy Department for eleven years in the interval between 1965 and 1983.

Professor Schlagel was devoted to teaching philosophy, and helped generations of students of philosophy learn respect for rigorous philosophical thinking about difficult issues. He never failed to prepare conscientiously for his classes nor to read and evaluate students' papers with careful attention, and was known for upholding strict grading standards.

He was best known, however, for his scholarly contributions to philosophy. His most recent book is entitled The Vanquished Gods. Earlier he was the author of a notable two-volume study of the history and philosophy of science, From Myth to Modern Mind; also of Contextual Realism: A Meta-physical Framework for Modern Science. In addition he wrote numerous papers and reviews for scholarly journals.

Richard Schlagel has contributed much to The George Washington University. We are grateful for his many contributions and wish him well as he retires to travel the world.

William B. Griffith
Professor of Philosophy

A Tribute to David.E. Silber
Professor of Psychology

David Silber received his cum laude B.A. from Wayne State University, his M.A. from Ohio University in Athens, Ohio, and his Ph.D. in Clinical Psychology from the University of Michigan in Ann Arbor.

He was appointed an Assistant Professor in the Department of Psychology in 1965. In addition to establishing a significant record of publications on mental illness and psychological testing, throughout his tenure at GW he set an impressive record of service to the University and his Department.

He was Chair of the Psychology Department on two separate occasions and Acting Director of the Clinical Psychology program. He directed almost 50 dissertations and a similar number of Masters theses. He was a Visiting Professor at the Hebrew University of Jerusalem on several occasions and a Fellow at the Society for Personality Assessment.

His enthusiasm for training clinical psychologists led him to make two of his most lasting contributions to the Department: He directed the Meltzer Psychological Service Center, a setting that offered training opportunities to doctoral students, and for almost 25 years he directed the Post-Doctoral Retraining Program in Clinical Psychology, in which many accomplished individuals with Doctorates in other fields of Psychology retrained to become clinicians.

His commitment to service has earned him the admiration and gratitude of his Department of Psychology colleagues who remember him as an energetic, enthusiastic, and kind individual.

He was a member of the Faculty Senate from 1991 to 1999, during which time he chaired several committees: Faculty Development and Support, Administrative matters as they affect the faculty, and Athletics and Recreation. He was also a member of the Committee on Academic Freedom.

Maria Cecilia Zea
Associate Professor of Psychology

May 4, 2001
Faculty Senate Meeting

A Tribute
to
William E. Seale, Professor of Finance
On the Occasion of His Retirement

Presentation to the Faculty Senate
Of
The George Washington University
May 4, 2001

William E. Seale received his A. B. in Chemistry and his M. S. and Ph.D. in Agricultural Economics from the University of Kentucky.

Professor Seale began his career at The George Washington University as a Professor of Finance in 1988. Professor Seale came to George Washington University from the U. S. Commodity Futures Trading Commission where he was Commissioner. Prior to that, he was Vice President of the Commodity Exchange (COMEX) in New York.

Professor Seale was Department Head of Finance from 1995 to July 1997 and also served as Senior Associate Dean of the School of Business and Public Management during 1997-98. Professor Seal served in the faculty Senate from 1996-1998 and was Chair of the Committee on Administrative Matters as They Affect the Faculty during 1997-98. Professor Seale played a key role in helping the Masters of Science in Finance program become internationally recognized.

Professor Seale is widely published in academic and professor journals. He also provided testimony to numerous U. D. Senate and House Committees, including the Senate Committee on Banking, Housing and Urban Affairs and House Agriculture Committee. Professor Seale was also active in the national media. He was interviewed on the PBS program Frontline and provided uncounted interviews on commodity trading and market volatility.

Today, Professor Seal is a Principal and Director of Portfolio for Profunds Advisors LLC in Bethesda, Maryland. Bill was a very successful academic and now has become a very successful businessperson. He has been featured twice by the Washington Post and once by the Wall Street for having the best performing fund in its category in the last two years. The investments and options students at George Washington University will miss Bill's lectures and trading advice: the faculty will miss his great teaching, good advice, and great lunches where Bill could tell great stories from his Kentucky days. We wish Professor Seale the very best.

John L. Glascock

Oliver T. Carr, Jr. Professor of Finance, Member Executive Committee of the Faculty Senate

A RESOLUTION OF APPRECIATION

WHEREAS Nancie Joan Shore Belnap will retire as Professor Emeritus of Education;
and

WHEREAS Nancie Joan Shore Belnap has given twenty-nine years of devoted service
to the George Washington University; and

WHEREAS she has provided leadership in the development of programs for individuals
with emotional disturbance; and

WHEREAS, she has provided exemplary service to a generation of graduate students as
well as service within her department, her school and the University at large; **NOW,**
THEREFORE

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE
WASHINGTON UNIVERSITY**

THAT the following citation be issued:

In tribute to her life-long commitment to teaching and learning in her twenty-nine years
of service; and

In recognition of her innovation in the development of a program of study in Emotional
Disturbance and the leadership she he has given the program at a local, national, and
international level; and

In recognition of her years of service as a program director, chairmanship of department
committees and her contributions to the Graduate School of Education and Human
Development;

In appreciation for her term of service in the Faculty Senate of the University, including
her Chairmanship of the Faculty Development and Support; and

Especially in recognition of her profound belief in the rights of children and families; her
creativity as a teacher; her candor and integrity; her sense of humor, and her commitment
to the highest principals of professional behavior;

**The Faculty Senate of The George Washington University cites Professor Nancie Joan
Shore Belnap for a lifetime of distinguished service. She will be missed by colleagues and
students alike.**

Michael S. Castleberry
Professor of Special Education

May 4, 2001
Faculty Senate Meeting

A RESOLUTION OF APPRECIATION

WHEREAS John Gordon Boswell will retire as Professor Emeritus of Education; and

WHEREAS John Gordon Boswell has given thirty-nine years of service to the George Washington University; and

WHEREAS he has provided exemplary service to his students, his department, his school and the University at large; **NOW, THEREFORE**

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

THAT the following citation be issued:

In tribute to his life-long commitment to teaching and learning in his thirty-nine years of service; and

In recognition of his innovation in the development of a program of study in Education Policy Development and the support he has given the Policy Centers of the GSEHD; and

In recognition of his years of service as a program director and department chair;

In appreciation for his twelve years of service in the Faculty Senate of the University, including his six years of service on the Executive Committee and two terms as Chairman; his two years of service as Chair of the Public Ceremonies Committee; his two years of service as Chair of the University Development and Resources Committee; and his four years of service as Chair of the Appointment, Salary and Promotion Committee; and

Especially in recognition of his candor, his integrity, his sense of humor, and his commitment to the highest principals of professional behavior; and

In recognition to the great love he has demonstrated to The George Washington University and his many kind and philanthropic acts;

The Faculty Senate of The George Washington University cites Professor John Gordon Boswell for a lifetime of distinguished service. He will be missed by colleagues and students alike.

Michael S. Castleberry
Professor of Special Education

May 4, 2001
Faculty Senate Meeting

REPORT OF THE EXECUTIVE COMMITTEE
MAY 4, 2001
PROFESSOR LILIEN F. ROBINSON, CHAIR

I would like to welcome the new members of the Senate. I look forward to working with all of you. I would also like to thank President Trachtenberg for providing refreshments for this, the first meeting of the new session.

On behalf of the Executive Committee, I have the following brief report:

1. RESOLUTIONS

The Faculty Senate acted upon eight resolutions during the 2000-01 Session. These resolutions have been forwarded to the President for his response. When received, the responses will be distributed with the Senate agenda.

2. ANNUAL REPORTS

Chairs of Senate Standing Committees for the 2000-01 Session who have not yet submitted Annual Reports of their respective Committees are asked to do so for distribution with the minutes of today's meeting. The Executive Committee urges the new Committees to begin their work as soon as possible and hopefully by the beginning of the Fall Semester. Mission Statements for each Committee will be sent to new Committee Chairs from the Senate Office. Outgoing and new Chairs should plan to meet to discuss pending matters and to transmit Committee files. In addition, I hope to also have individual Committee Chairs meet with a representative from the Executive Committee during the Fall semester.

3. FACULTY SENATE STANDING COMMITTEES

At the April 20th Joint Meeting of the old and new Executive Committees, the members are charged with proposing nominees for the new Chairs and members of the Senate Standing Committees for the new Session (2001-02). In reviewing the activities of the Senate Committees during the past year, the Executive Committee noted a significant variance in the level of activity and productivity. In the case of the Committee on Administrative Matters no meetings appear to have been held and the number of volunteers for committee service was three. The Executive Committee decided that for the time being appointment of this Committee should be put on hold and that the entire Senate Committee structure be reviewed by the Executive Committee and a report with recommendations be made to the Senate.

4. OTHER SENATE MATTERS

A Resolution to amend the Code of Academic Integrity submitted by the Joint Committee of Faculty and Students was received by the Executive Committee. It is anticipated that this Resolution will be placed before the Senate in the Fall.

The Executive Committee has also received a request for discussion by the Senate on the issue of non-tenure-accruing faculty and tenure-accruing faculty with the recommendation that a Special Committee be established to review this matter. This matter has been placed on the agenda for the August meeting of the Executive Committee.

5. ANNOUNCEMENTS

The next regular Senate meeting is scheduled for September 14, 2001; resolutions and/or reports for the agenda of the September Senate meeting should be submitted to the Executive Committee by August 31, 2001.

In closing, I wish to extend my best wishes for a healthy, happy and productive summer.

Thank you.

FACULTY SENATE COMMITTEES
2001-02 Session

STANDING COMMITTEE CHAIRS*
2001-02

EXEC. CTE.
LIAISON

- | | | |
|-----|---|----------|
| 1. | ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND
ENROLLMENT MANAGEMENT
Chair: Professor Murli M. Gupta | West |
| 2. | APPOINTMENT, SALARY, AND PROMOTION POLICIES
Chair: Professor Emmet Kennedy | West |
| 3. | ATHLETICS AND RECREATION
Chair: Professor Bernard M. Mergen | Johnston |
| 4. | EDUCATIONAL POLICY
Chair: Professor Paul B. Duff | Robinson |
| 5. | FACULTY DEVELOPMENT AND SUPPORT
Acting Chair: Professor Ginger Smith | Glascok |
| 6. | FISCAL PLANNING AND BUDGETING
Chair: Professor William B. Griffith | Pelzman |
| 7. | HONORS AND ACADEMIC CONVOCATIONS
Chair: Professor Michael S. Castleberry | Zaghloul |
| 8. | LIBRARIES
Chair: Professor Gregory Maggs | Simon |
| 9. | PHYSICAL FACILITIES
Chair: Professor Salvatore F. Divita | Zaghloul |
| 10. | PROFESSIONAL ETHICS AND ACADEMIC FREEDOM
Chair: Professor Arthur E. Wilmarth, Jr. | Johnston |
| 11. | RESEARCH
Chair: Professor Carol H. Hoare | Glascok |
| 12. | UNIVERSITY AND URBAN AFFAIRS
Acting Chair: Professor Kathleen Steeves | Robinson |
| 13. | JOINT COMMITTEE OF FACULTY AND STUDENTS
Co-Chair, Professor David W. McAleavey | Pelzman |

*Member of the Senate

Executive Committee

***Member of the Senate**

APPOINTMENT, SALARY, AND PROMOTION POLICIES, (INCLUDING FRINGE BENEFITS)

***Chair:** Kennedy, Emmet, History
Abravanel, Eugene, Psychology
Galston, Miriam, Law
***Gupta, Murli M., Mathematics**
Hill, Peter P., Emeritus, History
Kirsch, Arthur, Emeritus, Statistics and Psychology
Lamb, Tammy J., Radiology
Ludlow, Gregory, Romance Languages and Literatures
Rau, Pradeep, Marketing
Skelton, M.A., Health Sciences
Wirtz, Philip W., Management Science

ex officio:

Kaplan, Susan, Associate Vice President for Human Resources
Katz, Louis H., Vice President and Treasurer
Lehman, Donald R., Vice President for Academic Affairs
Sarkani, Shahram, Associate Dean, SEAS
Stewart, Andrea W., Director, Gelman Library Administration
***West, Lynda L., Teacher Preparation and Special Education, Executive Committee Liaison**

ATHLETICS AND RECREATION

***Chair:** Mergen, Bernard M., American Studies
Lanthier, Richard, Counseling
McHugh, Patrick, Management Science
Paup, Donald C., Prevention & Community Health
Regnell, Joan, Speech & Hearing
Rowley, David A., Chemistry
***Thornton, Richard, IERES**
Toftoy, Charles, Management Science

ex officio:

Caress, Edward A., Executive Associate Dean, CSAS
Chernak, Robert A., Vice President for Student and Academic Support Services
***Johnston, Gerald P., Executive Committee Liaison**
Jones, Aubre, Director of Recreational Sports and Fitness Services
Kvancz, Jack, Director of Athletics and Recreation
Laliberte, Bryan, Student Liaison
Warner, Mary Jo, Senior Associate Director of Athletics and Recreation
Young, Michael K., Dean, Law

***Member of the Senate**

EDUCATIONAL POLICY

***Chair: Duff, Paul B., Religion**
Churchill, Paul, Philosophy
Dasgupta, Subhasish, Management Science
Malone, Paul, Emeritus, Management Science
Manzari, Majid T., Engineering
Margolis, Gregg, Emergency Medicine
McGraw, Stephen, Health Care Sciences
Plotz, Judith, English
Turley, Catherine, Health Care Sciences

ex officio:

Beil, Cheryl, Director, Academic Planning and Assessment
Bezanson, Debbie, Acting AUL for Public Services, Gelman Library
Chernak, Robert A., Vice President for Student and Academic Support Services
Futrell, Mary H., Dean, GSEHD
Lehman, Donald R., Vice President for Academic Affairs
Napper, Kathryn, Director of Admissions
Resler, Catherine, Student Liaison
***Robinson, Lilien F., Art, Executive Committee Liaison**
Sigelman, Carol, Associate Vice President for Research and Graduate Studies
Small, Daniel, Director of Student Financial Assistance
Stebelman, Scott, Research Librarian, Gelman Library

FACULTY DEVELOPMENT AND SUPPORT

***Acting Chair: Smith, Ginger, Tourism & Hospitality Management**
Bagchi, Prabhir, Business Administration
Frank, Natalie, Psychology
Mazur, Amy, Teacher Preparation & Special Education
Palant, Carlos, Medicine
Steiner, Carl, Emeritus, German

ex officio:

***Glascock, John L., Finance, Executive Committee Liaison**
Houck, Janice, Acting EIG Coordinator, Gelman Library
Jackson, Rebecca, Gelman Library
Linebaugh, Craig, Associate Vice President for Academic Planning and Special Projects
Rogers, Thomas A., Jr., Director, Human Resources Services

***Member of the Senate**

FISCAL PLANNING AND BUDGETING

***Chair:** William B. Griffith, Philosophy
Cherian, Edward J., Management Science
Kwoka, John, Economics
Lang, Roger, Engineering
Packer, Randall, Biological Sciences
Stipec, Gretchen, Radiology
Umpleby, Stuart, Management Science
Waters, Robert C., Engineering Management

ex officio:

Bass, Gerald H., Associate V.P. for Health Economics, Medical Center
Boselovic, Don, Associate Vice President for Finance
Chernak, Robert A., Vice President for Student and Academic Support Services
Harding, Harry, Dean, Elliott School of International Affairs
Katz, Louis H., Vice President and Treasurer
Lehman, Donald R., Vice President for Academic Affairs
***Pelzman, Joseph, Executive Committee Liaison**
Siggins, Jack, University Librarian
Whitaker, Roger, Associate Vice President for Academic Development and Continuing Education

HONORS AND ACADEMIC CONVOCATIONS

***Chair:** Castleberry, Michael S., Special Education
Regnell, Joan, Speech and Hearing
Sullivan, Patricia, Exercise Science
Wade, Alan, Theatre/Dance

ex officio:

Anderson, G. David, University Archivist, Gelman Library
Freedman, Michael, Vice President for Communications
Hiscock, Joshua, Student Liaison
Holland, Sandy H., University Relations
Kasle, Jill F., University Marshal
Lehman, Donald R., Vice President for Academic Affairs
***Zaghloul, Mona, Engineering, Executive Committee Liaison**

***Member of the Senate**

LIBRARIES

***Chair:** Maggs, Gregory, Law
Cook, Patrick, English
Doroslovacki, Milos, Engineering
Harizanov, Valentina, Mathematics
Kennedy, Robert E., History
King, James C., Emeritus, German
Kwak, Young, Management Science
Newhauser, Karen, Finance
Nimer, Benjamin, Emeritus, Political Science
Toftoy, Charles, Management Science

Ex officio:

Bader, Shelley A., Director, Medical Library
Boal, Alan, Student Liaison
Lehman, Donald R., Vice President for Academic Affairs
Pagel, Scott B., Librarian, Law Library
Siggins, Jack, University Librarian
***Simon, Gary L., Medicine, Executive Committee Liaison**
Sterling, Christopher, Associate Dean for Graduate Studies, CSAS

PHYSICAL FACILITIES

***Chair:** Divita, Salvatore, Marketing
Junghenn, Hugo, Mathematics
Lipscomb, Diana, Biological Sciences
Marie L. Kennedy (Dr. Levy), Anesthesiology
Sabelli, Bradley, Theatre/Dance

ex officio:

Eusebe, Ingrid, Manager, Fiscal Operations and Chair, Space Committee, Gelman Library
Greenman, Adam, Student Liaison
Katz, Louis H., Vice President and Treasurer
Linebaugh, Craig, Associate Vice President for Academic Planning and Special Projects
Lyons, Roger, Executive Director, Facilities
***Zaghloul, Mona, Executive Committee Liaison**

***Member of the Senate**

PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

- *Chair: Wilmarth, Arthur E., Jr., Law
 - Darr, Kurt, Health Sciences Management and Policy
 - Gallo, Linda L., Biochemistry and Molecular Biology
 - Goodenough, David, Radiology
 - Green, Colin, Teacher Preparation & Special Education
- *Harrington, Robert J., Engineering
 - Kahn, Walter K., Engineering
 - Robinson, David, Law
- *Simon, Gary, Medicine

ex officio:

- Lefton, Lester A., Dean, Columbian School
- Linebaugh, Craig, Associate Vice President for Academic Planning and Special Projects
- *Johnston, Gerald P., Law, Executive Committee Liaison
- Pankin, Mary Faith, Librarian, Collection Management Services
- Young, Michael K., Dean, Law

RESEARCH

- *Chair: Hoare, Carol H., Human Development
 - Berman, Barry L., Physics
 - Eom, Kie, Engineering
 - Kubrin, Charis, Sociology
 - Loew, Murray, Engineering
 - Marotta, Sylvia, Counseling
 - Parenti, David, Medicine
 - Przytcki, Josef, Mathematics
 - Serich, Scott, Management Science
 - Spernak, Stephanie, Health Services Management & Policy
 - Windsor, Richard, Prevention & Community Health

ex officio:

- Barthell, Dan, Gelman Library
- *Glascock, John L., Finance, Executive Committee Liaison
- Ladisch, Stephan, Director, GWU Institute of Biomedical Sciences
- Tong, Timothy W., Dean, SEAS
- Sigelman, Carol, Associate Vice President for Research and Grad. Studies

+Representatives from Advisory Council on Research

*Member of the Senate

UNIVERSITY AND URBAN AFFAIRS

Acting Chair: Steeves, Kathleen, Teacher Preparation & Special Education
Captain, Yvonne, Romance Languages & Literatures
Freund, Maxine, Teacher Preparation & Special Education
Carruth, Reba, Strategic Management & Public Policy
Griffin, Jennifer, Strategic Management & Public Policy
Nashman, Honey, Sociology
Squires, Gregory D., Sociology
Umpleby, Stuart, Management Science

ex officio:

Bennicasa, Carl, Student Liaison
Betts, Keith, Executive Director, Alumni Relations
Cannaday, Rob, Counselor, Multicultural Student Services
Demczuk, Bernard, Assistant V.P. for District of Columbia Affairs
Enriquez, Christine, GW Health Plan
Henderson, Francine, Head, Special Collections, Gelman Library
Katz, Louis H., Vice President and Treasurer
Matsumoto, Amiko, Director, Office of Community Service
*Robinson, Lilien F., Art, Executive Committee Liaison
Robinson, Sammie, Associate Director, Undergraduate Admissions
Phillips, Susan M., Dean, School of Business and Public Management

The following Committee is not a Standing Committee of the Faculty Senate, but is listed for your information:

JOINT COMMITTEE OF FACULTY AND STUDENTS

Faculty Members:

*Co-Chair, McAleavey, David W., English
Beck, Sylven, Teacher Preparation and Special Education
Carayannis, Elias, Management Science
Ismail, Catheeja, Radiology
Mosier, William A., Health Care Science
Pittori, Peter, Forensic Science
Yeide, Harry, Religion

ex officio:

Beaulieu, Adrian, Director of International Programs, ESIA
Beil, Cheryl, Director of Academic Planning and Assessment
Chernak, Robert A., Vice President for Student and Academic Support Services
Clayton, La Nina, Public Services Librarian, Special Collections, Gelman Library
Donnels, Linda, Dean of Students
Gargano, Michael, Assistant Vice President for Student and Academic Support Services
Lefton, Lester A., Dean, Columbian School
*Pelzman, Joseph, Economics, Executive Committee Liaison
Wilson, Robert J., Assistant Director, Education Services, University Counseling Center
Wooldridge, Annie B., Assistant Vice President

to be appointed:

Student Members:

ex officio:

*Member of the Senate

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

The Faculty Senate

April 23, 2001

The Faculty Senate will meet on Friday, May 4, 2001, at 2:10 p.m., in the Alumni House, First Floor, 1925 F Street, NW.

AGENDA

1. Call to order
2. Introduction of new members
3. Approval of the minutes of the regular meeting of April 13, 2001 (to be distributed)
4. Introduction of Resolutions
5. The 1998-99 Faculty Salary Equity Report by Professor Philip W. Wirtz, member of the Committee on Faculty Salary Equity (Report attached)
6. General Business:
 - (a) Approval of dates for regular Senate meetings in the 2001-02 Session recommended by the Executive Committee, as follows: May 4, 2001, September 14, 2001, October 12, 2001, November 9, 2001, December 14, 2001, January 18, 2002, February 8, 2002, March 8, 2002, and April 12, 2002
 - (b) Nomination for re-appointment by the President of Associate Professor Scott B. Pagel as the Faculty Senate Parliamentarian for the 2001-02 Session
 - (c) Nomination for election of Chairs and members of Faculty Senate Standing Committees for the 2001-02 Session (list to be distributed at meeting)
 - (d) Nomination for appointment by the President to the following Administrative Committees: Committee on University Bookstore: Stephen McGraw, David A. Rowley, and Scott Serich; Space Committee: Salvatore F. Divita, Chair, Senate Committee on Physical Facilities; Joint Committee of Faculty and Students: David W. McAleavey, Faculty Co-Chair, Sylven Beck, Elias Carayannis, Catheeja Ismail, William A. Mosier, Peter Pittori, Harry E. Yeide
 - (e) Nomination for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: Lilien F. Robinson; Trustees' Committee on Student Affairs: David W. McAleavey; Trustees' Committee on Development and Alumni Affairs: William B. Griffith; Trustees' Committee on External Affairs: Kathleen Steeves; Trustees' Committee on Infrastructure and Information Technology: Philip W. Wirtz

- (f) Nomination for election by the Faculty Senate to the Panel for Student Grievances Review Committee: Colin Green, J. Green-Lewis, Diana Lipscomb, Gregg Margolis, Carlos E. Palant, Judith Plotz, Asrem Prakash, Joan R. Regnell, Pat Sullivan, and Catherine Turley
 - (g) Report of the Executive Committee: Professor Lilien F. Robinson, Chair
 - (h) Annual Reports from Senate Standing Committees: Committee on Athletics and Recreation (report attached)
 - (i) Tributes
- 7. Brief Statements (and Questions)
 - 8. Tour of the Health and Wellness Center Building conducted by an administrative representative (following adjournment)
 - 9. Adjournment

Tim Terpstra
Tim Terpstra
Secretary

MEMORANDUM

To: John G. Boswell, Chair
Faculty Senate Executive Committee

From: Peggye Cohen
Assistant Vice President for Institutional Research

Maxine Freund
Professor of Special Education

William Griffith
Professor of Philosophy

Philip Wirtz
Professor of Management Science and of Psychology

Annie Wooldridge
Assistant Vice President for Faculty Recruitment & Personnel Relations

Re: 1998-99 Faculty Salary Equity Report

Date: March 29, 2001

Please find attached the 1998-99 Faculty Salary Equity Report submitted to the Vice President for Academic Affairs on March 28, 2001. We hope the report and the recommendations therein will inform decisions regarding future salary reviews. Needless to say, we are all relieved to complete this important, but time consuming project.

With the submission of this Report, we conclude the task assigned to us. We are also transmitting this report to the Faculty Senate Appointment, Salary, and Promotion Policy Committee for forwarding to the Senate's agenda if desired.
Attachment

Introduction

This is a report prepared for the Vice President for Academic Affairs on salary equity for full-time faculty in the George Washington University. On the basis of this report a briefer account will also be offered to the Faculty Senate.

Historical Perspective — General

The University has monitored faculty salary equity since 1973 when, in accordance with the Equal Pay Act of 1962, a major adjustment was made to equalize salaries of women faculty members¹. Traditionally, the EEO Officer for Faculty and the Director of the Office of Institutional Research have been delegated the responsibility of monitoring faculty salaries and salary reviews, and reporting any documented inequities to the Vice President for Academic Affairs for review and action. The Faculty Senate participates through the appointment by its Executive Committee of a subcommittee from the Committee on Appointments, Salary and Promotion Policies (ASPP) to advise on these reviews. The general results of the salary review process are then reported to the Faculty Senate through the ASPP Committee. Salary equity reviews are conducted on a biennial basis.

For the past 25+ years, salary equity committees have provided oral and/or written reports on the results of their reviews to the Provost/Vice President for Academic Affairs and the Faculty Senate. The most recent written report was filed in February of 1998 (covering the 1995/96 salaries). We present here a summary "historical perspective of the 1995/96 reviews" in order to put the present report — which covers the 1998/99 salaries — in context.

Historical Perspective — The 1995/96 Reviews

In February 1995, former Vice President for Academic Affairs Roderick French asked the Executive Committee of the Faculty Senate to designate a Senate member and one or two of the faculty to work in cooperation with representatives from Academic Affairs to conduct the 1995/96 review of faculty salaries. The Executive Committee named Professors William Griffith (CSAS) and C. Dianne Martin (SEAS) from the ASPP Committee to represent the faculty. The review was to get underway during the spring of 1995. However, for various reasons it was postponed until late 1996².

The initial mandate of the Committee was to ensure University compliance with the Equal Opportunity Program in terms of the salaries of the Regular Fulltime (excluding Clinical Medical) faculty. With the

¹ Based on a February 19, 1988, Office of the Provost report.

² Assistant Vice Presidents Cohen and Wooldridge were committed to a salary review in GSEHD, Dr. French was stepping down as Vice President for Academic Affairs in August 1995, and a newly-appointed Interim Vice President assumed office.

assistance of the "AID" computer program (which is described in more detail below), the committee identified "outlying observations" (defined as salaries which were more than two standard deviations from the mean of their group) and employed a pairing methodology to further examine situations where potential inequities had been detected.

The review process began in earnest in May 1996. By agreement between the Senate Executive Committee and Professor Griffith, then Chair of the ASPP Committee, and the individuals involved, Professor Martin (by then on sabbatical) was replaced by Professor Maxine Freund (GSEHD) and Professor Philip Wirtz (SBPM) was added as a faculty representative. The remainder of the Committee was comprised of Assistant Vice President Peggye Cohen, Director of Institutional Research, and Annie Wooldridge, Assistant Vice President for Faculty Recruitment & Personnel Relations.

The 1995/96 Review Committee filed its final report with the Vice President for Academic Affairs on February 20, 1998, and Professor Griffith presented a summary of that report to the Faculty Senate on March 13, 1998. In brief, the 1995/96 Review Committee:

- Noted that the AID Program "is probably adequate to identify any gross salary disparities ... but is not sufficiently sensitive to isolate moderately large salary differences between faculty roughly similar in educational credentials, rank, and time-in-rank."

In his March 10, 1998, response, Vice President Lehman requested recommendations from the Committee for additional analytical approaches and computer tools that would assist in achieving the Committee's mandate.

- Reflected concern that too often the record seemed to justify a higher salary for faculty member X over faculty member Y almost entirely in terms of a stronger publication record, with little attention to other reasonable "merit" factors.

In his March 10, 1998, response, Vice President Lehman noted that "I cannot disagree with you that research/scholarship productivity many times becomes the central deciding factor relative to salary standing . . . I would argue that we must always keep in mind that our primary mission here at the University is teaching, followed by research and scholarship. It is not unusual, however, at research universities, to have a cadre of extremely productive research scholars who have salaries that are somewhat higher than those other faculty who are not as productive...this is a very difficult and sensitive area, one where the department chairs and Deans must weigh in. At the same time though, we must be sensitive to it."

- Recommended that each School's Dean be provided with a list of remaining cases of

potential salary disparity for further review and any final decision as to salary adjustments (following any salary adjustments made by the Vice President for Academic Affairs).

In his March 10, 1998, response, Vice President Lehman concurred with this recommendation.

- Recommended that, relative to each year's faculty-merit-increase process, each Dean be provided with printouts of departmental salaries ordering faculty by rank and time in rank.

In his March 10, 1998, response, Vice President Lehman expressed "no problem with that recommendation. My only comment goes back to [an earlier recommendation], that it is a very complex process and this is only one piece of the overall picture."

- Noted that, for various reasons, neither the faculty members nor the administrative members of the Committee began the review with a clear idea of exactly what the other members understood the process to entail nor what their expectations were for "where we should be at the end of the day". Therefore, the Committee recommended that the "Vice President for Academic Affairs should convene a meeting of [the subsequent Committee] to agree on a fairly detailed structure for the review."

In his March 10, 1998, response, Vice President Lehman fully concurred with this recommendation.

- Recommended that, in order to minimize the consumption of time and delay in reaching conclusions, it "would be highly desirable to establish the period of review in an interval or intervals of the academic year (e.g. in May-June-July) when closely-sequenced meetings might be more easily arranged so that concentrated attention could be paid to working through the data and establishing appropriate conclusions within a few months."

In his March 10, 1998, response, Vice President Lehman concurred with the recommendation, and noted that he would "pay attention to that particular aspect, setting deadlines over appropriate time periods, in order to assure that everything gets done in a timely manner."

Historical Perspective — The 1998/99 Reviews³

Following consultation with the Chair of the Faculty Senate Executive Committee, Vice President

³ The present report is based on 1998/99 salaries in order to use the most recent salary data available at the initiation of this effort.

Lehman requested the same Committee that had conducted the 1995/96 reviews (Professors Freund, Griffith, and Wirtz; Assistant Vice Presidents Cohen and Wooldridge) to conduct the 1998/99 reviews, and all agreed to do so. Following up on a prior Committee recommendation, Vice President Lehman met with the Committee on July 15, 1999, to ensure that everyone was clear about the expectations and the timetable. At this meeting, Professor Wirtz was commissioned to write a computer program that would augment the AID analysis by providing additional sensitivity in isolating "significant" salary differences between faculty who were similar in rank and time-in-rank within department (or non-departmentalized school). The Committee met once again with Vice President Lehman on September 16, 1999 to finalize procedures for the 1998/99 review.

Who is Reviewed

As in the past, the 1998/99 salary equity review included faculty from across the University. It excluded clinical medical faculty⁴ and faculty departing the University before July 1999. All salary figures were adjusted to a nine-month basis.

The Methodology

Two processes were employed to review salary averages: The Automatic Interaction Detector (AID) program, and a revised visual analysis of faculty profiles. This first of these was determined some years ago by the EEO officer for faculty, in collaboration with a committee of faculty members; the second represents an augmentation recommended in the prior Biennial Review Report and adopted for the first time in the present biennial review.

Persuant to the process followed in the prior biennial review, the Committee employed the same list of non-discriminatory factors which would be expected to influence (to one degree or another) salary levels. The factors were: age, time at the University, highest degree, time since highest degree, field, and type of appointment⁵. These factors, together with the discriminatory factors of race/ethnic origin and sex, were used by the AID program to identify the characteristics of faculty at various salary levels.

The AID program segments a group (in this case, the University faculty) into mutually exclusive subgroups by independent variables (field, type of appointment, etc.) which "explain" the largest variation in a stated dependent variable (in this case, salary). The end product is a "tree" with each branch showing the characteristics of the faculty at given salary levels. The program also provides

⁴ The structure of clinical medical salaries makes it extremely difficult to analyze them for equity purposes.

⁵ Both rank and years in rank were excluded because these factors are subject to similar decision making processes as those that determine salary and thus their use might mask the discrimination the analysis would attempt to reveal.

statistics and individual salaries for the final groups identified by the algorithm. This information is used in two ways. First, if either of the discriminatory factors appears in the definition of any group, that group is to be carefully scrutinized for possible discriminatory salary allocation. Second, by studying this information, individuals whose salaries are high or low for their "group" can be flagged for review. Thus, the variation not explained by the AID program can be examined on an individual basis.

The second process entailed a visual analysis of faculty profiles — by department and rank within department — using the statistical "regression line" as the basis for comparison. Of particular interest were those individuals who are more than \$5,000 above or below the "regression line"⁶. When feasible, a pairing methodology was employed to further locate possible inequities.

For each possible inequity discovered through either of these two processes, a further review — which in all cases included a thorough review by AVPs Cohen and Wooldridge of the annual reports (including, and especially, the chairs' and deans' comments) and in some cases included consultation by AVPs Cohen and Wooldridge with the appropriate dean — was conducted, the results of which were reported to the full committee. If this review failed to explain the disparity by reasonable application of University compensation policies, an adjustment in salary was recommended to the Vice President for Academic Affairs, provisional on better justification for the anomaly.

It should be emphasized that the domain of this second process was restricted by mandate to within-rank-within-department comparisons: while gross comparisons were made between ranks within department, no attempt was made to compare across departments, across schools, or with similar positions at comparable universities and colleges.

The 1998/99 Review Process — AID Analysis

The 1998/99 iteration of the salary equity review process began with a discussion of past salary equity reviews, a description of the AID program, a discussion of the new visual analysis program, an overview of the process, the development of a framework for the 1998/99 salary review process, and an initial analysis of the faculty salary profiles.

Following the precedent established in the prior biennial review, the Committee decided to identify and document for this and future reviews those faculty with special considerations that might influence salary. These considerations include (but are not limited to) the following:

- cases reviewed and documented in the 1995-96 salary reviews;

⁶ After consultation with Vice President Lehman, it was agreed that factors which lay outside of those considered in this analysis should not account for more than a \$5,000 difference between the "expected value" and the actual salary level of any given faculty member.

- salary offers or counteroffers;
- special contractual arrangements;
- other special circumstances (e.g., special hire to fill a unique vacancy/void);
- market factors at the time of hire;
- other factors that might distinguish a particular faculty member from his/her peers.

Based on University records, approximately 221 faculty were removed from consideration following the Committee's analysis of the AID results and prior to the visual review of individual ranks within departments, broken down as follows:

Exclusions based on 1995/96 review documentation	137	
Exclusions based on obvious 1998/99 reasons (approximate)	<u>84</u>	
		<u>221</u>

The 1998/99 Review Process — Analysis of Faculty Salary Profiles

The analysis of faculty salary profiles is a "visual" analysis, conducted within rank within department, during which the Committee looked for any sizeable salary differences which escaped identification by the AID program, but that we thought called for some justification.

The Committee began by examining graphs of (anonymous) salaries for each rank within each department (or non-departmentalized school), plotted as a function of time within rank. Each plot also contained the "regression line", reflecting the "expected salary" based on the entire group of faculty at that rank in that department (or non-departmentalized school). Of particular interest were individuals whose salaries were more than \$5,000 above or below the regression line. For individual disparities exceeding this threshold, our review included an analysis of the appropriate personnel records by AVPs Cohen and Wooldridge followed, when necessary, by consultation with the appropriate dean, in order to determine whether there was a nondiscriminatory explanation for the apparent disparity. If the information included in the profile did not provide a reason for a disparity, a recommendation was made to the VPAA for salary adjustment.

This within-departments, within-rank visual analysis resulted in the flagging of 140 faculty, broken down as follows:

CSAS	44
ESIA	6
GSEHD	12
LAW	15
SBPM	26
SEAS	17
SMHS	15

SPHHS	<u>5</u>
Total	<u>140</u>

Out of this review came the list of approximately 40 unexplained, apparent disparities requiring a review by the relevant dean.

Results of the 1998-1999 Review

The Committee sent each of the (approximately) 40 cases noted above to the relevant dean for explanation. The deans provided better justification for all but four cases. As a result, a thorough peer comparison review was conducted for those four.

Each of the final four cases reviewed (all of whom were male) has now been resolved by the administrative members of the Committee. In two cases, better justification established that the faculty member was paid equitably vis-à-vis his counterparts; one faculty member under review retired from University service; and the fourth faculty member received a salary adjustment.

In light of the information gleaned from the two most recent University-wide salary equity reviews, we suggest that the faculty and administration should find satisfaction in the relatively small number of apparent inequities uncovered by our scrupulous investigations, and in the fact that these have all been resolved to the satisfaction of the Office of Academic Affairs.

While discovery of these anomalies, by itself, appears to justify the Committee's efforts, the Committee members identified several *procedural* areas in need of remediation.

Issue I: Review of Annual Reports by Chairs and Deans

- The Committee was quite concerned about the apparent differences in the existing Annual Report review process (language used, separate letters from a dean to faculty members) for faculty whose salaries were in question. After a significant number of blind reviews, the Committee wishes to convey the importance that the Vice President (and others) in the scheduled *new* Chairs (initial and ongoing) training meetings and in the *new* Deans mentoring sessions, identify for the leadership (1) the importance of language clarity and consistency in Annual Reports, (2) use of evaluation tools/measures (if such exist), and (3) processes for dialogue and mentoring for faculty throughout the promotion and tenure period, and for senior faculty thereafter.
- The Committee wishes to underscore its concern that numerous instances were uncovered where, in the determination of salary increases, far more weight appeared to have been placed on scholarship than on any of the other vital functions performed by Faculty (as set forth in Sections IV.B and IV.C of the Faculty Code, which could

legitimately be interpreted by Faculty as bases for salary advances.). This de-facto policy puts those who keep the University running at a distinct disadvantage, and needs *thorough* review by the President, VPAA, and Deans.

- The Committee is quite concerned about the way in which some of the Tenured and Full Professors' *changing* roles and responsibilities are viewed and valued. Our analysis suggests that some senior faculty⁷ may have been penalized for the sanctioned assumption of roles requiring reduction in research and teaching responsibilities. As deans and chairs changed, knowledge of such assignments and agreements about such responsibilities was not well conveyed, leaving some faculty exposed and at-risk in the evaluation process. Faculty, chairs and deans need a better mechanism for developing and sharing knowledge about the impact of senior faculty roles in areas of school, departmental or program administration and service responsibilities/oversight.
- The Committee also uncovered a number of instances where faculty whose comparatively low salary adjustments were commensurate over multiple years with documented records (as reflected in extensive annual report reviews by the AVPs Cohen and Wooldridge). To the best of the Committee's knowledge, there has been no systematic effort by the VPAA, Deans, Chairs, or (most importantly) Faculty of the affected departments to renew energy and build capacity in areas where it is clearly lacking.

Issue II: **Hiring of Faculty**

- The Committee detected several instances of significant differences in the hiring salaries for new faculty brought in at the same rank in the same department during the same hiring cycle, without sufficient documentation in their formal records. A better monitoring system is needed to (1) document any bases for such apparent disparities (e.g., experience, sub-discipline, publications record, reputation, etc.), and (2) prevent undefended disparities from occurring. Where undefended disparities *have* occurred, a better mechanism is needed to quickly remediate the problem in subsequent salary reviews.

Issue III: **The Model and the Committee**

- A great deal of the Committee's efforts were focused on identifying and articulating the University's/school's *model* of establishing and maintaining salary equity. In fact, the

⁷ This issue was not exclusively an issue for senior faculty, but most often apparent in the reports and evaluations of some of the group's members.

schools within the University vary widely in the model they are pursuing, and there appears to be no communication about the model between faculty and the deans and department chairs. This leads to rampant misunderstandings, low morale, and (perhaps most perniciously) lack of motivation to achieve shared University objectives.

Recommendations Regarding Future Reviews

We assume that a Review Committee will be reconstituted in some form: faculty salary equity is an important ongoing issue. In preparing for subsequent committees, we urge that consideration be given to the following:

1. A clear statement of the task(s) should be provided to the Committee members.
2. A clear and reasonable timeline for the work needs to be established and agreed to by all.
3. A support staff for the AVPs Cohen and Wooldridge needs to be created: there is simply too much work for two people, especially in the context of their other responsibilities.
4. A formal reporting mechanism needs to be established to the VPAA, to the Faculty Senate, and to the ASPP committee.
5. We found it *critically* important for our Committee to have breadth and depth with respect to experience in hiring faculty, in reviewing faculty for promotion and tenure, and to have the knowledge that is built on experience of the difficulties chairs and deans encounter related to many of the matters that our work crossed. While reasonable people may disagree about whether the Committee should be composed *exclusively* of Chairs and former Chairs, the experience and background brought to the Committee's task by such individuals was invaluable to meeting the Committee's mandate.
6. At numerous points along the way, the deans were instrumental in assisting the Committee in achieving its mandate, and we wish to express our appreciation to the many administration officials who provided invaluable information and insights in the process. We must also note, however, what appeared to be wide variance among the deans in understanding and accepting the VPAA's mandate to the Committee, and in facilitating the work of the Committee. Recognizing that different schools in the University may be pursuing different models of compensation policy, and recognizing that an articulation and understanding of these differences is very much in the collective best interest of the University, the Committee wishes to convey to the VPAA the importance of a universal acceptance of and timely cooperation with the VPAA's mandate to any successor review committee.



AMERICAN STUDIES DEPARTMENT

Athletics & Recreation Committee, Faculty Senate, George Washington University

End-of-Year Report, 2000-2001

The Committee met twice during the academic year. On October 20, 2000, the Committee received reports from Mr. Jack Kvancz, Director of Athletics, and Mr. Aubrey Jones, Director of the Recreational Sports & Fitness Services. Mr. Kvancz reported that the Health & Wellness Center was expected to open in April 2001 and the athletic fields on the Mount Vernon campus are undergoing extensive renovation. These fields and the new tennis courts are expected to be ready by the Fall semester 2001. Women's lacrosse will become an intercollegiate sport in 2002 and a women's softball coach will be hired in 2003. There are plans to offer dormitory rooms at Mount Vernon to athletes using the facilities there.

Mr. Kvancz also discussed the problems of scheduling major schools to play the George Washington University men's basketball team because of the small size of the Smith Center. Plans to charge students for some seats in the Smith Center for men's basketball were discussed as were possible changes in the ways revenue from televised games will be shared in the A-10 Conference.

Mr. Jones presented a detailed report on Intramural sports, the Fitness & Wellness Program, sports clubs, the GW Summer Sports Camp, and other matters affecting recreation at the University. Although some programs such as the Summer Sports Camp make money, the budget for recreational sports is limited and the lack of playing and practice fields is a constant problem.

At the meeting of April 13, 2001, Professor William Griffith, Chair of the Fiscal Planning & Budgeting Committee, was invited to present issues the FPBC was considering that relate to the A&RC: 1. The fee structure of the Health & Wellness Center; and 2. The budgetary implications of the exclusive use of the Smith Center by the Athletic program. Delays in opening the Health & Wellness Center have been accompanied by delays in informing the University community of a fee structure. An annual membership fee for students, faculty, and staff has been put forward, but there has been no statement on daily or per use fees, guest fees, or adjustments for part-time faculty.

Turning the Smith Center over to the Athletic program has clear budgetary implications. The additional space and the planned renovations of that space constitute subsidies to the Athletic programs even if funds are not directly added to their budgets. Some members of the Committee raised the question of whether maintaining a Division I men's basketball team in the face of evidence that such teams are not a factor in recruiting undergraduate students or attracting donations is cost effective. A resolution was introduced and unanimously passed to join with the FPBC in requesting information

on the Athletic budgets from the administration. Further discussion of the intercollegiate sports programs was made the primary agenda item of this Committee for the Fall 2001.

Respectfully submitted by the Chair on Behalf of the Committee, April 18, 2001

Barney Mergen, American Studies, Chair
Donald Dew, Counseling
Bryan Laliberle, Student representative
Richard Lanthier, Counseling
Patrick McHugh, Management Science
David Rowley, Chemistry & Forensic Science
Patricia Sullivan, Exercise Science
Charles Toftoy, Management Science



Ex officio:

Edward Caress, Executive Associate Dean, CSAS
Robert Chernak, Vice President for Student and Academic Support Services
Aubre Jones, Director of Recreational Sports and Fitness Services
Jack Kvancz, Director of Athletics
Joseph Pelzman, Executive Committee Liaison
Mary Jo Warner, Senior Associate Director of Athletics
Michael Young, Dean, Law